



Emergency Management Program Response Escalation Level Guideline

December 10, 2021

Version 3.0



Table of Contents

Version Control	2
Purpose	3
Scope	3
Response Escalation Levels.....	4
General Escalation Criteria	5
Community and Social Services Department.....	6
Emergency and Protective Services Department.....	7
Finance Services Department.....	11
Infrastructure and Water Services Department	12
Innovative Client Services Department	17
Planning, Real Estate and Economic Development Department	19
Public Works Department	21
Recreation, Cultural and Facility Services Department	25
Transit Services Department.....	26
Ottawa Police Service	29
Ottawa Public Health.....	30
Ottawa Public Library	31

Version Control

Table 1: Chronological representation of approved document versions

Date	Version Number	Revised By
December 10, 2010	1.0	EMP Steering Committee
November 4, 2011	1.1	EMP Steering Committee
November 12, 2012	1.2	EMP Steering Committee
November 29, 2013	1.3	EMP Steering Committee
November 28, 2014	1.4	EMP Steering Committee
December 11, 2015	1.5	EMP Steering Committee
December 16, 2016	2.0	EMP Steering Committee
December 8, 2017	2.1	EMP Steering Committee
December 7, 2018	2.2	EMP Steering Committee
December 16, 2019	2.3	EMP Steering Committee
December 18, 2020	2.4	EMP Steering Committee
December 10, 2021	2.5	EMP Steering Committee

Document Approval

“original signed by”

Elizabeth Gooding, Director
Public Safety Service

December 10, 2021

Date

Purpose

To provide guidance for City of Ottawa Departments in identifying situations that are extraordinary which may require the engagement of the Corporate Duty Officer. Further, these situations may require special consideration to:

- Maintain public confidence by:
 - Protecting the health and safety of employees
 - Saving lives
 - Reducing suffering
 - Protecting public health
 - Protecting infrastructure and property
 - Protecting the environment
 - Reducing economic and social losses

Scope

This Guideline's scope outlines criteria* by which Duty Officers can evaluate situations where a co-ordinated level of prevention, mitigation, preparedness, response or recovery may be required to meet the needs of City employees or the community, while continuing the delivery of City services.

***Note:** Numbers, figures and data are references which provide guidance for potential actions.

Response Escalation Levels

Normal Operations consists of operations that service areas carry out according to their standard operating procedures, guidelines, legislation, policies and procedures. When a response to Normal Operations is required, it is coordinated by Incident Commanders and service area Command Centres.

Monitoring

Monitoring involves City service areas, partners and stakeholders being made aware of a situation evolving municipally, provincially, nationally or internationally, both privately and publicly, to understand how that situation may have an impact or consequences on Normal Operations. At this level, the Corporate Duty Officer and some or all Duty Officers may be notified and engaged.

Enhanced Operations

Enhanced Operations indicates a situation that is imminent or occurring and could threaten public safety, public health, the environment, property, critical infrastructure and economic stability. This situation may also be politically sensitive. At this level, the Corporate Duty Officer and some or all Duty Officers are notified and engaged.

Activated Operations

Activated Operations indicates a situation that requires the engagement of the Senior Leadership Team through the mobilization of the Emergency Operations Centre Control Group (EOCCG) and the Emergency Operations Centre Operations Group (EOCOG).

State of Emergency

A State of Emergency is considered when the City has entered into an Activated Operations level situation and the Emergency Operations Centre Control Group recommends to the Head of Council that a State of Emergency be declared.¹

¹ Emergency Management Ontario (EMO) "Checklist in Consideration of a Declaration of Emergency"

Table 2: General escalation criteria for Enhanced and Activated Operations

General Escalation Criteria	
Enhanced Operations	Activated Operations
Situation that could have a moderate to significant impact on City Departments, residents, community or infrastructure.	Situation that could have an extraordinary impact on City Departments or an extraordinary consequence for residents, community or infrastructure.
Present or anticipated requirement for City resources beyond Normal Operations.	Present or anticipated need to access Provincial or Federal resources.
Situation impacting 50 to 199 persons that results in the implementation of Protective Measures.	Situation impacting 200 or more persons that results in the implementation of Protective Measures.
Situation at a City Facility which results in the implementation of facility-specific Protective Measures.	Situation occurring at a City Facility which results in the implementation of city-wide Protective Measures.
Present or anticipated political sensitivity or heightened media attention.	

Table 3: Escalation criteria for Enhanced and Activated Operations by City departments

Community and Social Services Department	
Enhanced Operations	Activated Operations
City Family Shelter out-of-service.	
City Long Term Care facility out-of-service.	2 or more City Long Term Care facilities out-of-service.
City Child Care facility out-of-service (unplanned).	2 or more City Child Care facility out-of-service (unplanned).
Disruption to Community and Social Services software applications.	
Employment and Social Services Office out-of-service (unplanned) for 2 or more days.	2 or more Employment and Social Services Office out-of-service (unplanned).

Emergency and Protective Services Department	
By-Law and Regulatory Services	
Enhanced Operations	Activated Operations
• Providing support of animal care due to situation impacting more than 50 persons.	• Providing support of animal care due to situation impacting more than 200 persons.
• Providing unplanned support role (12 to 24 hours) to City departments requiring staff resources causing impacts to regular service.	• Providing unplanned prolonged support role (over 24 hours) to City departments requiring significant staff resources and major impacts to regular service.
• Any potential hazard that could directly affect the health or safety of By-Law and Regulatory Services staff.	• Any situation that could directly affect the health or safety of By-Law and Regulatory Services staff.
Ottawa Fire Services	
Enhanced Operations	Activated Operations
• 3-alarm fire.	• 4-alarm fire.
• Wildland fire 10-50 acres.	• Wildland fire greater than 50 acres.
• Hazardous Material or Chemical Biological Radiological Nuclear or Explosive (CBRNE) situation where Incident Command has determined the legitimacy of a situation (i.e. product identification), resulting in the on-scene commitment of an on duty Ottawa Fire Service Hazardous Materials Unit(s).	• Hazardous Material or Chemical Biological Radiological Nuclear or Explosive (CBRNE) situation where there has been loss of life or the loss of life is imminent or likely to occur, resulting in the on-scene commitment of an on duty Ottawa Fire Service Hazardous Materials Unit(s).
• Deployment of Urban Search and Rescue (USAR) Task Force.	• Urban Search and Rescue (USAR) Task Force is deployed to a situation where there has been loss of life or the loss of life is imminent or likely to occur.

Ottawa Fire Services continued	
Enhanced Operations	Activated Operations
• Technical Rescue where all on duty Technical Rescue resources have been committed to an ongoing, prolonged situation.	
• When on duty resources are depleted due to multiple serious situations occurring simultaneously throughout the City.	
• When on duty resources are depleted and call-back procedures have been initiated.	
Ottawa Paramedic Service	
Enhanced Operations	Activated Operations
• Mass Casualty Incident (MCI) Level Medium (6-30 patients).	• Mass Casualty Incident (MCI) Level High (>30 patients).
• Significant level of Paramedic on duty resources (>25%) are required to respond to a neighbouring municipality.	• Critical level of Paramedic on duty resources (>50%) are required to respond to a neighbouring municipality.
• Any situation where local hospital/ healthcare facility operations are severely affected (i.e. activation of protective measures, infrastructure failure) and Ottawa Paramedic Service will be significantly impacted. (i.e. redirect >2 hours / redirect of CTAS 1 and 2).	• Evacuation of hospital, nursing home, seniors' residence or other facility with a population of medically fragile / vulnerable clients requiring Paramedic assessment, treatment and transport.

Public Safety Service	
Enhanced Operations	Activated Operations
Any planned or unplanned situation with an elevated risk of impact or consequence to public safety, public health, environment, property, critical infrastructure, economy, public confidence, and requires integrated planning that may involve significant media attention, political involvement or potential to impact City infrastructure or public confidence.	Any planned or unplanned situation with a known risk of impact or consequence to public safety, public health, environment, property, critical infrastructure, economy, public confidence, and requires integrated planning that may involve significant media attention, political involvement or potential to impact City infrastructure or public confidence.
Deployment of Chemical Biological Radiological Nuclear or Explosive (CBRNE) Task Force.	- Deployment of Chemical Biological Radiological Nuclear or Explosive (CBRNE) Task Force - For more than 4 hours. - Confirmed release with more than 3 patients presented at hospital.
Major infrastructure loss to the Corporate Radio System.	Complete infrastructure loss to the Corporate Radio System.
Partial infrastructure loss to Corporate Closed Circuit Television (CCTV), Access Control or Intrusion Systems.	Total Infrastructure loss to Corporate CCTV, Access Control or Intrusion Systems.
Situations directed by the City Manager or the Emergency Operations Centre Control Group (EOCCG).	

Public Safety Service continued	
Emergency Social Services	
Enhanced Operations	Activated Operations
• Providing support for a situation impacting more than 50 persons, requiring emergency social services.	• Providing support for a situation impacting more than 200 persons, requiring emergency social services.
• City agrees to perform as transportation hub for evacuees from outside the jurisdictional boundaries of the City of Ottawa.	• City agrees to perform as Host Community for evacuees from outside the jurisdictional boundaries of the City of Ottawa.
NOTE: Emergency Social Services provides a framework within which arrangements and measures can be taken to deliver basic services considered essential to the immediate and continued well-being of persons affected by an emergency, disaster or catastrophe.	

Finance Services Department	
Enhanced Operations	Activated Operations
Any situation that results in funding for cost recovery from another level of government.	Any situation that results in funding for cost recovery from another level of government.
	All Finance related responsibilities are affected, requiring a co-ordinated and agreed-upon approach (i.e. emergency sourcing, donation management, time reporting, expenditure tracking).
	Situation response is expected to be prolonged.
	Situation response affects 4 or more departments and or services.
	Regular forms of communication are not operational for more than 3 business days (i.e. email and phone lines are down).

Infrastructure and Water Services Department	
Infrastructure Services	
Enhanced Operations	Activated Operations
• The evacuation of a City building or facility due to structural damage or failure.	• The evacuation of a City building or facility due to structural damage or failure resulting in injury or loss of life.
• City construction site situation resulting in minor impacts or injury.	• City construction site situation resulting in significant injury or loss of life.
• Seismic event resulting in limited damage.	• Major seismic event resulting in significant damage.
City infrastructure damage that exceeds capabilities of operating departments / services or requires technical assessment prior to resumption of normal operations.	
• Damage to transportation infrastructure having moderate impact upon property or resulting in injury: ○ Culvert failure ○ Road collapse ○ Road washout of a local or collector road, requiring a road closure.	• Damage to transportation infrastructure having extraordinary impact upon property or resulting in loss of life: ○ Culvert failure ○ Road collapse ○ Road washout, requiring a closure of an arterial road.
• Bridge or pedestrian overpass moderate damage.	• Bridge or pedestrian overpass damage resulting in injury or loss of life.
• City-owned parking structure moderate damage.	• City-owned parking structure damage resulting in injury or loss of life.
• Damage to Transitway or O-Train infrastructure resulting in interruption of service: ○ Culvert failure, sinkhole and/or road washout ○ Bridge or pedestrian overpass damage or failure causing an interruption to service with no personal injuries	• Damage to Transitway or O-Train infrastructure resulting in interruption of service and in injury or loss of life: ○ Culvert failure, sinkhole and/or road washout ○ Bridge or pedestrian overpass damage or failure ○ O-Train structure damage or failure

Infrastructure Services continued	
Enhanced Operations	Activated Operations
○ O-Train structure damage or failure resulting in service interruption with no personal injuries	
• Slope failure where there is risk of moderate damage to a City road, Transitway, O-Train or City park and where operating departments / services have secured the area.	• Slope failure having caused significant damage to a City road, Transitway, O-Train or City park resulting in interruption of service, injury or loss of life.
• Failure of a watermain (diameter less than 406mm) along an arterial road.	• Failure of a watermain (diameter greater than 406mm) along an arterial road.
• Severe weather conditions or wastewater drainage / overflow failure having the potential to cause flooding (including residential basements) and sewer backups.	• Severe weather conditions or wastewater drainage / overflow failure resulting in flooding (including residential basements) and sewer backups.
	• Water system depressurization or failure (including watermains, tanks, reservoirs and pumping stations).

Stormwater Management	
Enhanced Operations	Activated Operations
• Minor failure at a stormwater pond.	• Major failure at a stormwater pond.
• Significant fish fatalities.	
• Significant spill to natural environment.	
• Significant ponding of stormwater in parks.	
• Significant contamination to storm water ponds and natural water bodies.	

Wastewater Treatment	
Enhanced Operations	Activated Operations
- Any situation that could impact public safety: - Persistent presence of explosive gas or chemicals in the sewer system - Spill of flammable material into sewer system - Unauthorized access by the public into the sewer system.	Multiple critical injuries or loss of life.
- Any situation that could threaten critical infrastructure or economic stability: - Power outage at a plant for more than 4 hours - Loss of a treatment plant process	Critical service disruption for extended period.
- Any situation that could threaten public health: - Sewer system back-ups affecting more than 25 basements	
- Any situation that could threaten the environment: - Untreated plant effluent to the river - Significant sanitary system overflow (SSO) - Chemical spill to sewer system	
- Any situation that could threaten property: - Uncontrolled sewer surcharge	

Water Services	
Enhanced Operations	Activated Operations
○ Watermain break or repair which involves 1 or more of the following: ○ Fatal injury (staff or public) ○ Ministry of Labour notification / inspection ○ Police / Emergency Service involvement ○ Water service interruption exceeds 24 hours and the requirement to supply an alternate supply of water to a population greater than 140 people ○ Impact area unknown ○ Moderate or secondary damage (commercial, industrial areas) ○ Potential for water restriction (Public Safety Announcement notification) ○ Media on-site	○ Watermain break or repair which involves 1 or more of the following: ○ Multiple fatal injuries (staff or public) ○ Police / Emergency Service involvement ○ Major water supply interruption affecting a large area ○ No fire service protection available for a large area ○ Damage requiring customer relocation ○ Critical customer impact ○ Traffic impact – Arterial road (closure) / lane reduction / rerouting (thru peak periods) ○ Backbone infrastructure impacted ○ Repair activities greater than 24 hours ○ Public Safety Announcement for water use restrictions required ○ Media on-site
● Confirmed or suspected unsafe water (e.g. <i>E. coli</i>) (includes water purification plants, watermains, tanks, reservoirs and pump stations), and/or process upset at the Water Purification Plants which involves one or more of the following: ○ Isolation of major area (i.e. pressure zone) ○ Fatal injury (staff or public)	● Confirmed or suspected unsafe water (e.g. <i>E. coli</i>) (includes water purification plants, watermains, tanks, reservoirs and pump stations), and/or process upset at the Water Purification Plants which involves one or more of the following: ○ Major water supply interruption affecting a large area ○ Unsafe water has entered the water distribution system ○ Hospitals / Nursing / Long term Care facilities or other critical customers affected

Water Services continued	
Enhanced Operations	Activated Operations
○ Water service interruption exceeds 24 hours and the requirement to supply an alternate supply of water to a population greater than 140 people ○ Major fire or equipment damage which results in significant loss of production capacity, pumping or environmental release ○ Media on-site	○ Traffic impact – Arterial road (closure) / lane reduction / rerouting (thru peak periods) ○ No fire service protection available for a large area Public Safety Announcement for water use restrictions required ○ Media on-site ○ On-site interview required
• Unplanned Water Treatment Plant shut down or any facility operation failure (Pumping Station, Tank, Reservoir) which involves one or more of the following: ○ Water service interruption exceeds 24 hours and the requirement to supply an alternate supply of water to a population greater than 140 people ○ Potential impact to quantity or pressure ○ Media on-site	• Unplanned Water Treatment Plant shut down or any facility operation failure (Pumping Station, Tank, Reservoir) which involves one or more of the following: ○ Major water supply impact affecting a large population / area ○ Outage will cause implementation of water use restrictions ○ No fire service protection available for a large area ○ Public Safety Announcement for water use restrictions required ○ Media on-site ○ On-site interview required
• Any situation where First Response: ○ receives 10 calls or more for the same activity that requires more than 3 workers ○ response times are greater than 3 hours	• Any situation where First Response: ○ response times are greater than 12 hours ○ has a significant number of frozen services calls that would result in >72 hours without water

Innovative Client Services Department	
Fleet Services	
Enhanced Operations	Activated Operations
Fuel levels down to three (3)-day supply at risk.	Fuel rationing required.
Human Resources Services	
Enhanced Operations	Activated Operations
Major labour disruption that has the potential to affect normal business operations.	Major labour disruption that affects normal business operations.
Any work-related catastrophic accident, natural event, or act of violence, which directly affects the health or safety of a group of employees in a specific work area or location.	Any work-related catastrophic accident, natural event, or act of violence, which directly affects the health or safety of a group of employees in a specific work area or location where there are injuries and / or fatalities, or if business continuity is impacted.
A sudden unexplained surge of illnesses in a specific work area or location that may indicate an environmental health concern.	A sudden unexplained surge of illnesses in a specific work area or location that may indicate an environmental health concern requiring the immediate hiring of specific skill sets.
Information Technology Services	
Enhanced Operations	Activated Operations
An imminent or occurring technology outage that significantly affects the delivery of services by 2 or more business areas, or to any identified critical, essential or designated emergency service.	An occurring technology outage that results in the loss of service to 3 or more City departments and impacting their delivery of their services, or to any identified critical, essential, or designated emergency service.

Innovative Client Services Department continued	
ServiceOttawa	
Enhanced Operations	Activated Operations
• Disruption to ServiceOttawa software applications and website, for more than thirty (30) minutes.	• Sustained failure of the 3-1-1 telephony system. • Sustained disruption to ServiceOttawa software applications and website.
• Failure of the 3-1-1 telephony system.	

Planning, Real Estate and Economic Development Department	
Building Code Services	
Enhanced Operations	Activated Operations
• Unstable soils where there is risk of failure to building(s) due to the following: ○ slope failure ○ differential settlement affecting services and utilities ○ ground vibrations due to explosion ○ minor seismic event (less than 5.0 on the Richter scale) resulting in limited damage ○ minor collapse of the excavation walls at a construction site ○ building with exterior signs of damage and requiring evacuation of the building occupants with no personal injuries	• Unstable soils causing structural collapse due to one or more of the following: ○ a major soil erosion event due to water (e.g. severe flooding, major failure of sanitary & storm pipes), soil movement and/or explosion ○ a major seismic event (>5.0 Richter scale) ○ a major collapse of an excavation at a building construction site ○ immediate evacuation of building occupants ○ adjacent buildings and occupants' safety also compromised
• Building(s) in imminent danger that could involve: ○ suspected or confirmed building failure due to soil instability (e.g. visible fault lines appearing on building envelope, foundation cracks) that could expose persons to the risk of injury ○ suspected or confirmed structural instability due to fire, vibration, deflection or excessive loading of building elements, and/or deteriorated building components ○ suspected or confirmed structural instability caused by construction/demolition or failure of adjacent building(s)	• Structural collapse of building(s) which involves one or more of the following: ○ major soil erosion ○ major seismic event ○ explosion within the building ○ collapse of building(s) due to the construction/demolition or collapse of adjacent structure(s) • Major water damage causing unhealthy building conditions and potential or actual spread of illness to the public. • Immediate evacuation of building occupants.

Building Code Services continued	
Enhanced Operations	Activated Operations
○ suspected or confirmed environmental contamination impacting public health and sanitation causing evacuation of occupants (e.g. indoor air quality and exposure to human, domestic waste or hazardous material with minor casualties) ○ necessary evacuation of the building occupants with no personal injuries ○ major failure of construction fencing adjacent public thoroughfare	
• Structure(s) affected by an “event” and required emergency building assessment: ○ mandatory pre-occupancy inspections in accordance with the OBC regulations, Division C 1.3. to authorize use and re-occupancy	
Economic Development Services – Natural Systems and Rural Affairs Office	
Enhanced Operations	Activated Operations
• Emergency situation resulting in the disruption / displacement of animals affecting a minimum of two agricultural operations and/or 200 head of livestock.	• Emergency situation resulting in the disruption / displacement of animals affecting a minimum of five agricultural operations and/or 500 head of livestock.
• Emergency situation resulting in the need for disposal of deceased livestock. A dead farm animal must be disposed of within 48 hours of its death.	• Emergency situation resulting in the need for disposal of dead livestock. Apply for authorization to deal with the dead farm animals in a manner that would not otherwise be permitted.

Public Works Department	
Parks and Forestry Services	
Enhanced Operations	Activated Operations
• More than 50 requests for service in a 24-hour period as a result of a weather event.	• More than 250 requests for service in a 24-hour period as a result of a weather event.
• Critical injury or loss of life.	• Multiple critical injuries or loss of life.
• Flooding causing road closure or damage to property, infrastructure or park asset.	• Major slope failure / sinkhole outside right-of-way with risk of loss of life, injury, property damage, or infrastructure.
• Wildlife affecting infrastructure resulting in increased media attention.	
• Significant fire in a field / park / forested area.	

Roads and Parking Services	
Enhanced Operations	Activated Operations
• Greater than 25 cm snowfall forecasted in a 12-hour period.	• Back-to-back snowfall storms with greater than 25 cm accumulation, each over a 48-hour period, or a single event forecast of 40 to 50 cm.
• 10-20 mm of freezing rain forecasted over a 24-hour period.	• Over 20 mm of freezing rain in less than a 24-hour period or continuously over a prolonged period.
• 48-102 mm of rainfall forecasted over a 24-hour period.	• Over 102 mm of rainfall in less than a 24-hour period or continuously over a prolonged period.
• City-wide power outage affecting public safety.	• Prolonged city-wide power outage affecting public safety.
• Flood water monitoring – responds to and escalates information as received from the Rideau Valley Conservation Authority (RVCA).	

Roads and Parking Services continued	
Enhanced Operations	Activated Operations
An immediate health and safety threat affecting the safe use of a municipally-owned parking facility (i.e. structural, mechanical, security, fire).	Any structural failure of a municipally-owned parking garage or attached building component (i.e. commercial or residential building components attached to the garage) involving loss of life or trapped persons.
	Any explosion or fire in a municipally-owned parking garage or attached building component (i.e. commercial or residential building components attached to the garage) involving loss of life or trapped persons.
	Any serious occurrence such as a gas leak, natural hazard (i.e. earthquake), or major criminal act potentially resulting in either of above, or which involves an immediate threat of loss of life or trapped persons.
Solid Waste Services	
Enhanced Operations	Activated Operations
Critical injury or loss of life.	Multiple critical injuries or loss of life.
Significant vehicle collision involving a Solid Waste vehicle	
Fire or explosion at a landfill, recycling or composting facility, or on a collection truck.	
Street or highway closures.	
Gas to Energy Plant shutdown.	
Stop work notice received from the Ministry of Labour, Training and Skills Development.	

Solid Waste Services continued	
Enhanced Operations	Activated Operations
• Slowdown / strike / similar work action / pandemic illness impacting workforce.	
• Reported criminal activity.	
• Reportable spill.	
• Significant spill of bio-solids or leachate during transit.	
• Power outage.	
• Weather (snowstorms, winds, lightening, fog) whereby Roads have triggered their Enhanced Operations for transportation impacts, such as: ○ Prolonged winds, lightening and fog that impact the safety of landfill and collection operations ○ Floods and tornadoes that would require additional collections support	
• Incomplete (missed) service where a single street or multiple areas will have their service impacted for a day or a longer duration.	
• Litter operations on Highway 416.	

Traffic Services	
Enhanced Operations	Activated Operations
For any unplanned road closures, an Emergency Road Closure notification is sent out to Members of Council and all impacted stakeholders.	Depending on the situation and the associated impacts to other City departments, the Corporate Duty Officer, in conjunction with the Traffic Services Duty Officer, will determine when the EOC is activated. Traffic Management is consulted as appropriate.
Traffic Management staff evaluate impact of closure to travelling public.	
If unplanned road closure is deemed to be severe (based on road classifications, incident severity, time of day and duration) Traffic Incident Management Group (TIMG) is mobilized. - Types of roadways where TIMG is mobilized include: Hwy 417, 416, 174, Interprovincial bridges, major arterial roads, Transitway or O-Train Lines. - Mobilization of TIMG is done for full road closure in both directions, one direction or lane closures on the above-mentioned roadways. - Mobilization of TIMG is also done for events having an impact on city traffic but not necessarily causing closure of a municipal roadway (e.g.: mass evacuation, major road closure in adjacent jurisdiction, major weather event, etc).	

Recreation, Cultural and Facility Services Department	
Complexes, Aquatics and Specialized Services Community Recreation, Culture and Sport Service	
Enhanced Operations	Activated Operations
Where a City recreational or cultural facility is requested to support a situation (i.e. as an emergency reception and lodging centre, family reunification centre, respite centre, hygiene purposes or immunization clinic).	Where 3 or more City recreational or cultural facilities are requested to support a situation (i.e. as a reception centre, family reunification centre, respite centre, hygiene purposes or immunization clinic).
Uncontained chemical release in a City recreational or cultural facility.	
Facility Operations Service	
Enhanced Operations	Activated Operations
- Any interruption to programming or service delivery in: - Recreation and cultural facilities - Repair operations or deployment centres - Emergency response facilities - Libraries - Administration buildings - Long Term Care facilities	Any catastrophic failure of a facility involving loss of life, injuries and or trapped persons (i.e. explosion, fire, collapse, structural damage, chemical exposure).
- Implementation of established protocols for emergencies such as: - Ammonia leaks - Propane leaks - Carbon monoxide levels - Fire - Power outage (Includes escalation thresholds for the specific emergency).	

Transit Services Department	
Rail Construction Program	
Enhanced Operations	Activated Operations
The evacuation of a Stage 2 LRT occupied site, building or facility due to structural damage or failure resulting in no personal injuries.	The evacuation of a Stage 2 LRT occupied site, building or facility due to structural damage or failure resulting in personal injuries or loss of life.
Any Stage 2 LRT site incident resulting in disruption to construction but having no workplace injury or loss of life. Any situation causing a business disruption to an adjacent building.	Any Stage 2 LRT site incident resulting in disruption to construction and a significant workplace injury or loss of life. Any situation causing damage to an adjacent building.
A seismic event resulting in non-structural damage (generally less than 5 on the Richter scale).	A seismic event resulting in structural damage (generally greater than 5 on the Richter scale).
- Damage to / from the Stage 2 LRT transportation infrastructure: - Culvert failure, sinkhole and or road washout of a local or collector road requiring a road closure, having a significant impact on private property or resulting in personal injury. - Bridge or pedestrian overpass damage resulting in no personal injury.	- Damage to / from the Stage 2 LRT transportation infrastructure: - Culvert failure, sinkhole and or road washout of an arterial road requiring a road closure, resulting in extensive property damage or resulting in loss of life. - Bridge or pedestrian overpass damage resulting in personal injury or loss of life.
Slope failure where there is risk of damage to a City road, adjacent properties, water course, Transitway, O-Train or City park and where operating departments / services have secured the area.	Slope failure having caused damage to a City road, adjacent properties, water course, Transitway, O-Train or City park resulting in interruption of service, injury or loss of life.

Rail Construction Program - continued	
Enhanced Operations	Activated Operations
- Potential damage to the Stage 2 LRT infrastructure: - Culvert failure, sinkhole and / or road washout causing an interruption to service with no personal injuries - Bridge or pedestrian overpass potential damage or failure causing an interruption to service with no personal injuries	- Damage to the Stage 2 LRT infrastructure: - Culvert failure, sinkhole and / or road washout causing an interruption to service and resulting in personal injuries or loss of life - Bridge or pedestrian overpass potential damage or failure causing an interruption to service resulting in personal injuries or loss of life
Potential damage or failure to Stage 2 LRT infrastructure resulting in service interruption with no personal injuries.	Potential damage or failure to Stage 2 LRT infrastructure resulting in service interruption and resulting in personal injuries or loss of life.
Failure of a watermain (diameter less than 406mm) along an arterial road.	Failure of a watermain (diameter greater than 406mm) along an arterial road.
Severe weather conditions or wastewater drainage/overflow failure having the potential to cause flooding (including residential basements) and sewer backups.	Severe weather conditions or wastewater drainage/overflow failure resulting in flooding (including residential basements), sewer backups and / or sewer failure.
	Water system depressurization or failure (including watermains, tanks, reservoirs and pumping stations).

Transit Operations Service	
Enhanced Operations	Activated Operations
Loss of part of the Transit system (multi-modal) causing potential significant impacts to service/City, resulting in service issues (7 missed runs / 20 missed trips) causing potential significant impacts.	Present or anticipated requirements for Transit resources where prioritization of resources/services is required.
Activation of Transit's Severe Weather Plan – Operations Level 2 Enhanced.	Activation of Transit's Severe Weather Plan – Operations Level 1 Activated.
Facility evacuation with an operational period expected to significantly impact Transit operations and/or service to the public.	Any event at the Maintenance and Storage Facility (MSF) that would impact service launch.
Critical Infrastructure failure i.e. hydro, phones, network, etc) with an operational period expected to significantly impact Transit operations and/or service to the public.	Whenever a segment of the O-Train is out of service.
Request for buses to support Emergency Services (i.e. shelters, transportation) that exceed ability to provide without significant impacts to service.	

Ottawa Police Service	
Enhanced Operations	Activated Operations
• Ottawa Police Services Emergency Plan(s) is/are initiated.	• Ottawa Police Services Emergency Plan(s) is/are initiated.
• Impact on the ability (human resources) to respond to calls for service.	• Impact on the ability (human resources) to respond to calls for service.
• Loss of communications (phone system / 9-1-1 / radio system) which impact on the ability to respond to calls for service.	• Loss of communications (phone system / 9-1-1 / radio system) which impact on the ability to respond to calls for service.
• Event, or imminent threat of an Event, that is expected to last more than 12 to 24 hours and would impact resources and the ability to respond.	• Event, or imminent threat of an Event, that is expected to last more than 12 to 24 hours and would impact resources and the ability to respond.
• Peace and order (public order and crowd management) that requires significant human resources (i.e. curfews / riots).	• Peace and order (public order and crowd management) that requires significant human resources (i.e. curfews / riots).
• Planned Major Event* with identified risks.	• Planned Major Event* with identified risks.
• Mass Fatality Event.	• Mass Fatality Event.
• Large scale search and rescue incident requiring significant human resources.	• Large scale search and rescue incident requiring significant human resources.
• Criminal investigations requiring significant human resources.	• Criminal investigations requiring significant human resources.
• Support other police (government) agencies requiring significant resources (i.e. support Royal Canadian Mounted Police (RCMP) regarding act of terrorism).	• Support other police (government) agencies requiring significant resources (i.e. support Royal Canadian Mounted Police (RCMP) regarding act of terrorism).
*Major Event as defined by Ottawa Police Services Emergency Operations Directorate – Special Event Section	*Major Event as defined by Ottawa Police Services Emergency Operations Directorate – Special Event Section

Ottawa Public Health	
Enhanced Operations	Activated Operations
• Medical Officer of Health issuance of Drinking Water Advisory.	• Same criteria as enhanced operations, plus need for support from two or more other City Departments / Services.
• When three of the following occur, or at the discretion of the Medical Officer of Health (MOH): ○ Public Health Agency of Canada (PHAC) or Ministry of Health issue a request for action or alert ○ Epidemiological data and/or trends of concern ○ Significant and/or imminent public health risk to population or sub-group of Ottawa residents ○ Increased call volume from physicians or the public on Ottawa Public Health (OPH) intake lines (Ottawa Public Health (OPH) Inspection Duty Desk, Outbreak Management Line, School Health Intake Line) where the number of calls are related to an issue or specific symptoms ○ Increased stakeholder communications ○ Response requirements exceed standard operating procedures, (i.e. insufficient Ottawa Public Health (OPH) staff and increased level of complexity) ○ Situation requiring voluntary or mandatory evacuation or displacement of residents or reception of evacuees (displaced residents) from elsewhere	

Ottawa Public Library	
Facilities	
Enhanced Operations	Activated Operations
The evacuation of an Ottawa Public Library building or facility due to structural damage or failure.	The evacuation of an Ottawa Public Library building or facility due to structural damage or failure resulting in injuries or loss of life.
If a library facility is requested to support a situation (i.e. respite centre, emergency reception and lodging centre or immunization clinic).	If 3 or more library facilities are requested to support a situation (e.g. a respite centre, an emergency reception and lodging centre or an immunization clinic).
Any immediate health and safety threat (i.e. structural, mechanical, security, fire) affecting the safe use of the parking facility (120 Metcalfe Street).	Any explosion or fire in the parking garage (120 Metcalfe Street) or attaching building component (i.e. commercial City building components attached to the garage) or library facility involving loss of life or trapped persons.
Information Technology	
Enhanced Operations	Activated Operations
Failure of the Ottawa Public Library website / Ozone intranet.	
Prolonged failure of the Integrated Library Systems.	
Prolonged failure of Public Internet Access.	
Prolonged failure of the online catalogue.	Prolonged failure of the Ottawa Public Library website / Ozone intranet.
Failure of the Telus mobile network.	Prolonged failure of the Telus mobile network.
Failure of the City's network / server.	Prolonged failure of the City's network / server.
Failure of the InfoService telephony system.	Prolonged failure of the InfoService telephony system.

Ottawa Public Library continued	
Programs and Services	
Enhanced Operations	Activated Operations
Any interruption to system-wide programming / service delivery.	Prolonged interruption to system-wide programming / service delivery.
Safety and Security	
Enhanced Operations	Activated Operations
Network failure impacting distress devices.	Prolonged network failure impacting distress devices.
Reported criminal activity.	